# RIDEAU

## DOWNTOWN RIDEAU BIA 2023 ANNUAL REPORT

Rideau Centre
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# **BOARD OF DIRECTORS** & STAFF

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Ottawa Art Gallery

**Brian O'Hoski**
CF Rideau Centre

**Cyril Bulvestre**
Novotel

**Donna Holtom**
Holtz Spa

**Kevin Jackson**
Giant Tiger

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Metropolitain Brasserie

**Sean Rutherford**
Clocktower Brew Pub

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**Councillor**
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NOVOTEL
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# DEAR MEMBERS,

The original model for a BIA was first created in 1970 by a business association in Bloor West Village in Toronto which became possible thanks to enabling legislation passed by the Government of Ontario at the time. Since then, the BIA concept has become global, adopted by more than 500 communities across Canada, 2,000 throughout the United States, and thousands more around the world including Europe, South Africa, Australia, New Zealand and Japan.

The idea is simple – allow local business people, commercial property owners and tenants to join together and, with the support of the municipality, organize, finance, and carry out the marketing, improvements, economic development and a range of other initiatives in their district.

The BIA structure reflects a principle that all who benefit from the work of the organization contribute to the cost of the program. When done well, a BIA is invaluable, because it allows for a steady stream of revenue through a levy, made possible under the legislation for long-term planning to improve the area.

One of the most unique and vitally important qualities of the BIA model is that the very people who finance the operation have control over where their resources will be directed. Every four years levy-paying members decide, through an election, who they would like to represent their interests on a board of their peers to serve in an oversight capacity of the BIA. These volunteer directors not only ensure that the resources are being invested in ways that contribute to the well-being of the area, but they bring important perspective as members of the community who operate in the very district they strive to improve. They have both a vested interest in and a deeper understanding of the needs of the area and are committed to strengthening the local economy, and creating an experience that will support and sustain the very members they represent.

There is no other model like the BIA given that its structure, governance and mandate is defined by specific legislation, one that offers those financing it the decision-making authority to oversee its affairs. The businesses and properties that operate in the catchment of the BIA and who contribute to the operational budget of the organization are the members with this authority.

Effective BIAs are strategically driven and objectively focused, mandated to oversee the promotion, improvement, beautification, and maintenance of an area beyond what a municipality provides.

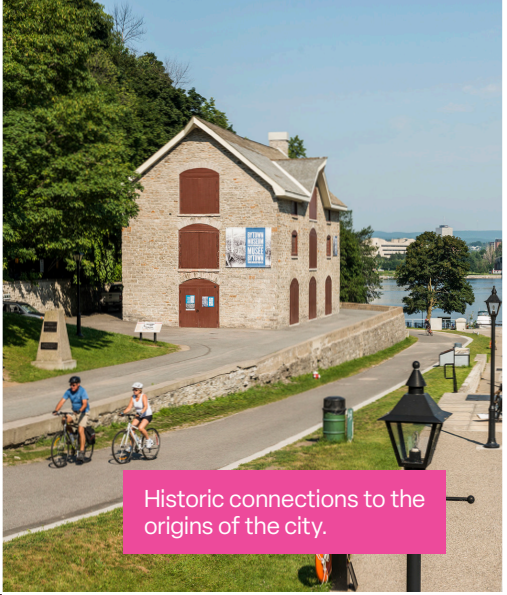
BIAs can direct its efforts to areas that no one else is focusing on and prioritize the most important needs of the business community and the area as a whole. Ultimately, the greatest measure of a BIA's success is the value they provide to its members.

The Downtown Rideau BIA is dedicated to creating a more thriving, competitive, and safe area that attracts people while celebrating the authentic nature and character of the destination. Marketing and promotional efforts have been designed to help build the reputation, and to connect and engage with audiences. Through ongoing communication, members are kept informed and connected on relevant matters that can impact their operations. Placemaking and beautification initiatives are intended to find new ways to reimagine the public space and enhance the on-street experience. Maintenance and revitalization programs are designed to ensure that the area continues to evoke the energy and vitality required to build pride of place. And through advocacy efforts, decision makers at all levels are informed about the very real challenges that impact the business community and limit its full potential.

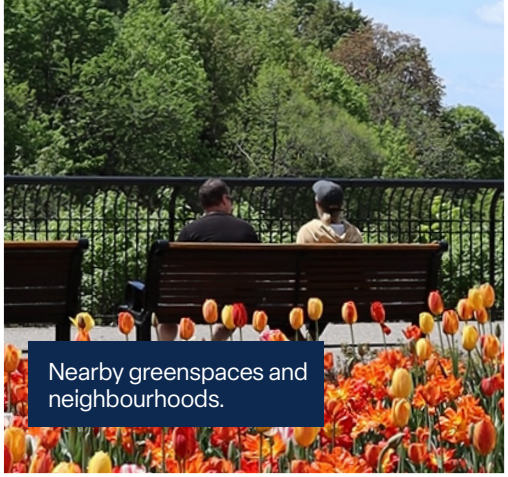
Rideau and the surrounding area provide the greatest diversity of experiences in the national capital hands down. And let's face it, ultimately the many businesses and cultural institutions that exist here deliver this experience. Each year, millions of people come from far and wide to soak it up and enjoy the very best that Ottawa has to offer. From the shops and restaurants to the galleries and hotels – its our business community that creates the fashion, the culture, the food, and the fun. For this reason, the work and effort they put into serving people each and every day must be valued, supported and sustained. For this reason, we truly appreciate and are grateful for everything they, their staff and their patrons bring to the vibrancy of downtown Ottawa.

We know there's a lot of work to do and that there are real challenges that must be addressed and overcome. The Rideau BIA is committed to serving the best interests of the business community. For this reason, we remain as dedicated as ever to creating the most lasting impacts for everyone to enjoy and to champion the Rideau experience in Ottawa's Original Downtown.

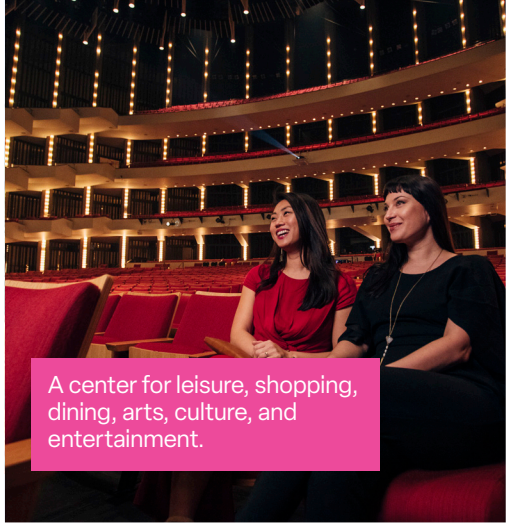
# RIDEAU HAS SO MUCH TO OFFER!



Historic connections to the origins of the city.



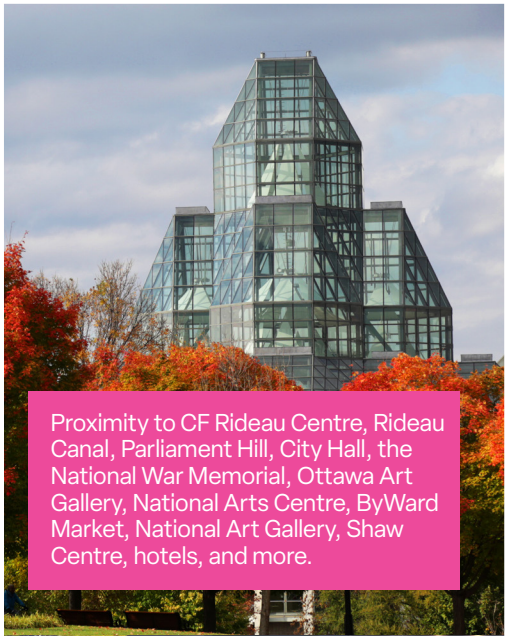
Nearby greenspaces and neighbourhoods.



A center for leisure, shopping, dining, arts, culture, and entertainment.

Ideal for walking, cycling, and outdoor activities.

Seat of Government.

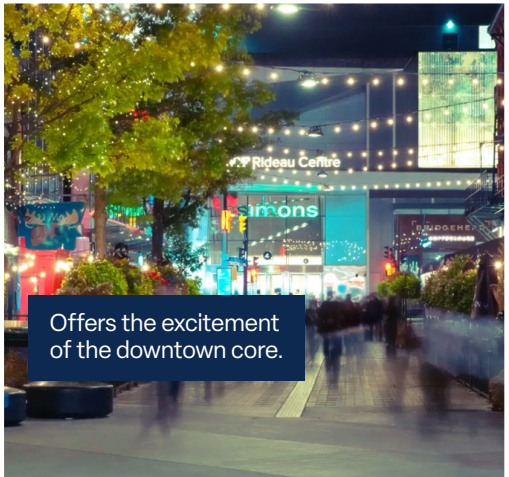


Proximity to CF Rideau Centre, Rideau Canal, Parliament Hill, City Hall, the National War Memorial, Ottawa Art Gallery, National Arts Centre, ByWard Market, National Art Gallery, Shaw Centre, hotels, and more.

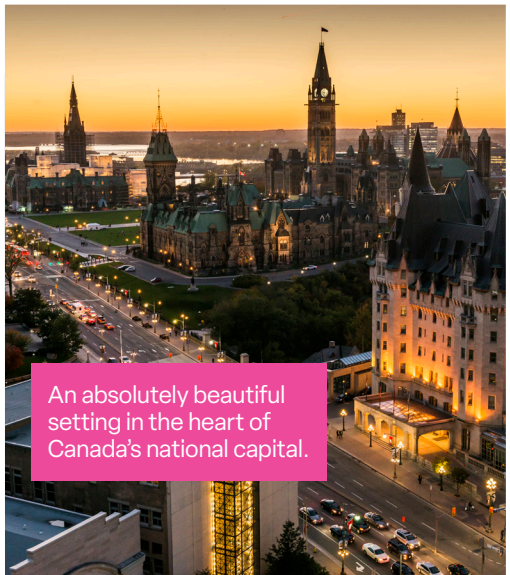
Highest volume of foot traffic in the city.

Symbolic significance as a center of civic life in Ottawa for nearly 200 years.

The most diverse mix of businesses and experiences in the national capital.




Offers the excitement of the downtown core.



An absolutely beautiful setting in the heart of Canada's national capital.

Tourism.

# BY THE NUMBERS

**30 NEW BUSINESSES**

**33,788,714 VISITS TO RIDEAU IN 2023**

**18,194,833** Visits to ByWard Market in 2023

**66%** of Visitors reside in Ontario

**32%** of Visitors reside in Quebec

**44,646** households within a 2km radius of Rideau & Sussex

**76,692** people living within a 2km radius of Rideau & Sussex

**$102,979** is the Average Household Income in the Primary Trade Area

**1,140** Graffiti Tags Removed on Private Property

**64%** of Visitors Came by Car

**72%** of Visitors Came from within a 23-minute drive time

**401** Requests Submitted to 311 to Address Ongoing Vandalism and Damage

**6.5 MILLION IMPRESSIONS GENERATED BY OUR MARKETING PROGRAMS**

**For the purpose of this report, the primary trade area is a 2km radius from the corner of Rideau and Sussex Street.**

# RESEARCH

The Downtown Rideau BIA continued to deepen its understanding of the Rideau area environment in 2023 through a number of research projects including a comprehensive Visitor Analysis, a Deep Dive Analysis of the City-Wide Perceptions Survey conducted in 2022, ongoing measurement of visitation to the area, and membership pulse surveys on topics such as community well-being, social issues, and economic well-being. Findings were then leveraged to inform priorities and ensure an informed, data-driven approach to advocacy.

## VISITOR ANALYSIS

- There were 33,788,714 visits to Rideau and 18,194,833 visits to the ByWard Market in 2023.
- 64% of visitors came by car.
- 72% of visitors to the area came within a 23-minute drive time.
- Rideau has the highest foot traffic of all neighbourhoods in Ottawa

## CITY-WIDE PERCEPTIONS SURVEY

- 1 in 3 worked/attended school downtown before the pandemic. 1 in 10 do so now.
- Visitors are drawn to the area primarily for shopping or dining.
- Most consider the ByWard Market and Rideau Street to be a single destination.
- Parking and safety and security are top of mind for consumers when determining if they will visit the downtown.

## MEMBERSHIP PULSE SURVEYS

Through the Community Well-Being & Social Issues Survey, the Economic Well-Being Survey, and ongoing member engagement, it was abundantly clear that social issues have a profound impact on our members and their ability to operate.

- In total, 200 respondents, or business/property owners, participated in these surveys.
- 90% of respondents indicated that street issues impact their business operations with some frequency (frequently or sometimes).

## MOST FREQUENT VISITOR SEGMENTS

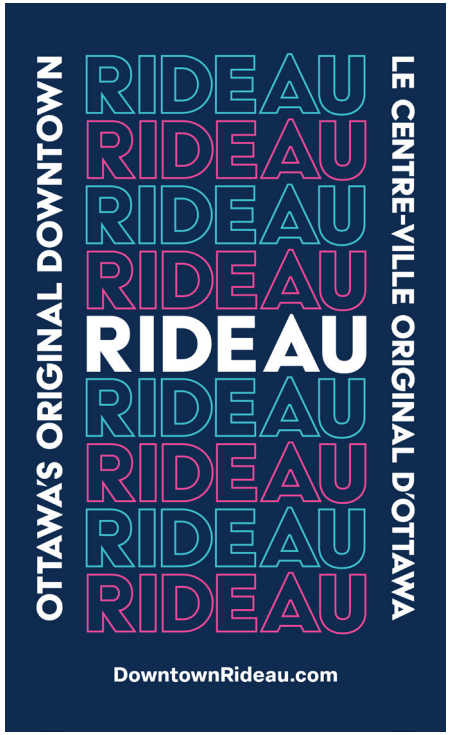
**PRIZM segments are developed by Environics Analytics to create personas for visitor segments. These segments are used to identity target audiences in marketing and communications strategies.**

# MARKETING

## BRAND & IDENTITY

In 2023, the Downtown Rideau BIA underwent a rebranding project that aimed to firmly establish and promote the Rideau area as the top-of-mind shopping, dining, culture, entertainment, and leisure destination in the National Capital. This work extended to the development of a new, strategic, and comprehensive marketing program. The goal of this program was to create awareness for the Rideau area, build pride of place amongst those who live and work in the district, and attract traffic to the district and to member businesses. **Excellence was the ultimate goal.**

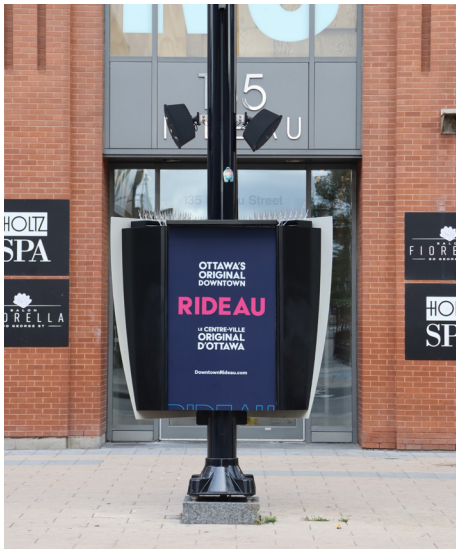
Based on the strategic recommendations, the word 'Downtown' was dropped from the central marketing name. The 'Ottawa's Original Downtown' positioning line was then added to further define the area's many value propositions. The word 'original' refers to the fact that Rideau Street was Ottawa's first commercial corridor, and hence Ottawa's Original Downtown. It also reflects the originality of member businesses and many arts and culture experiences in the area.



# MARKETING

## PAGEANTRY

New banners, street signs, and roadway signage were installed throughout the district to add vibrancy to and further position the destination as Ottawa's Original Downtown.

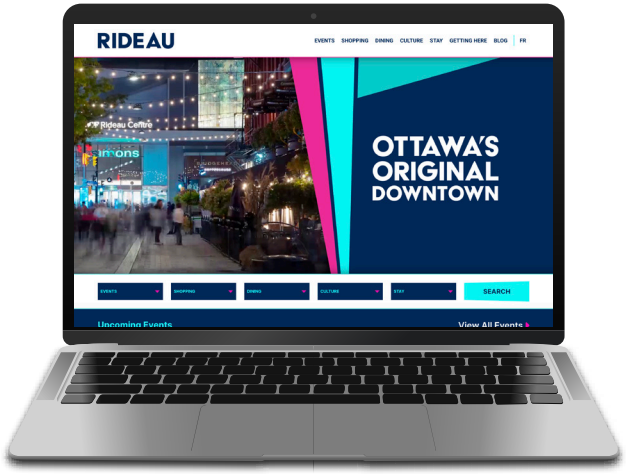


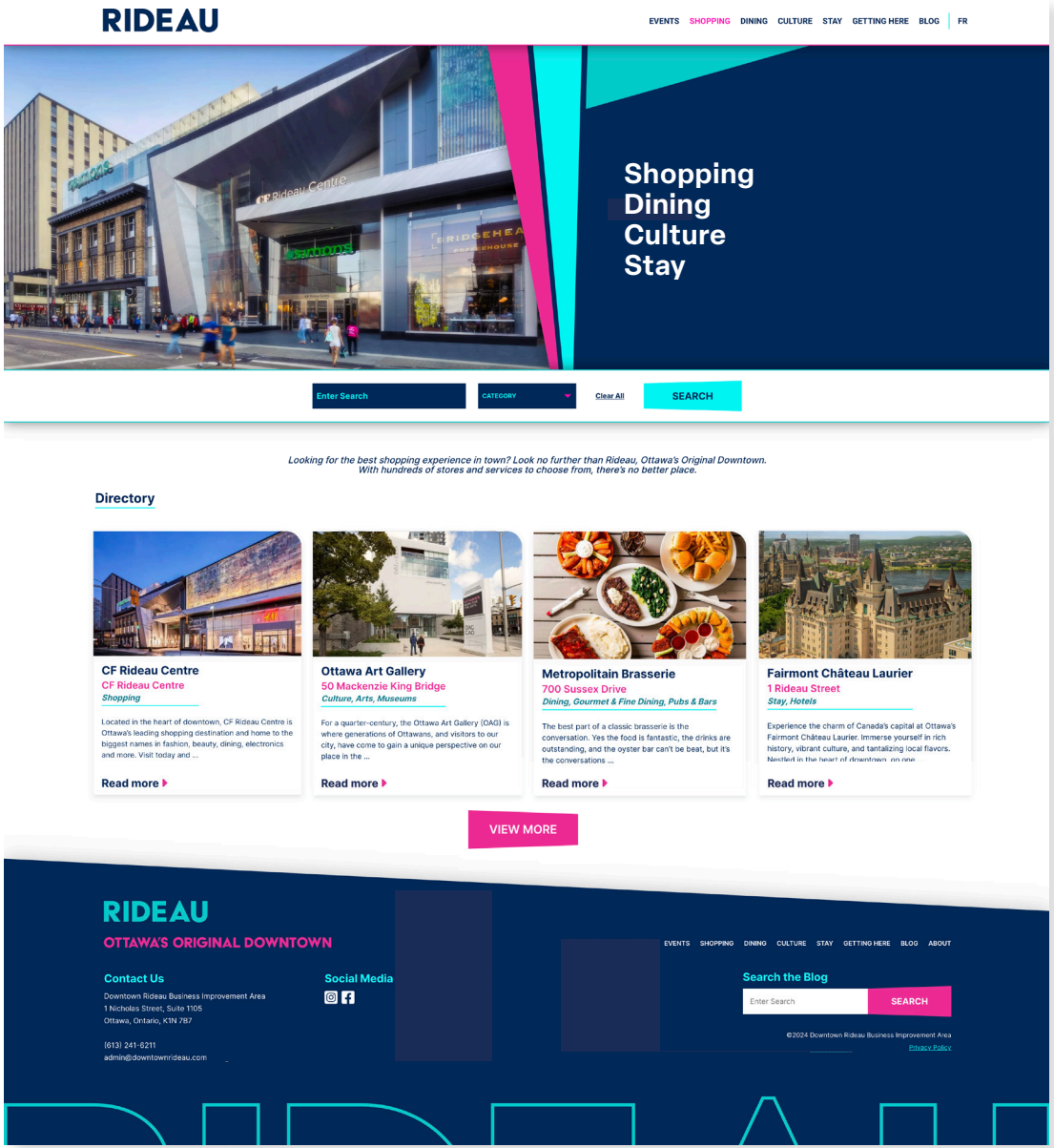
# MARKETING

## ONLINE PRESENCE

**A new website was developed to better position the Rideau destination.**
**Key features include:**

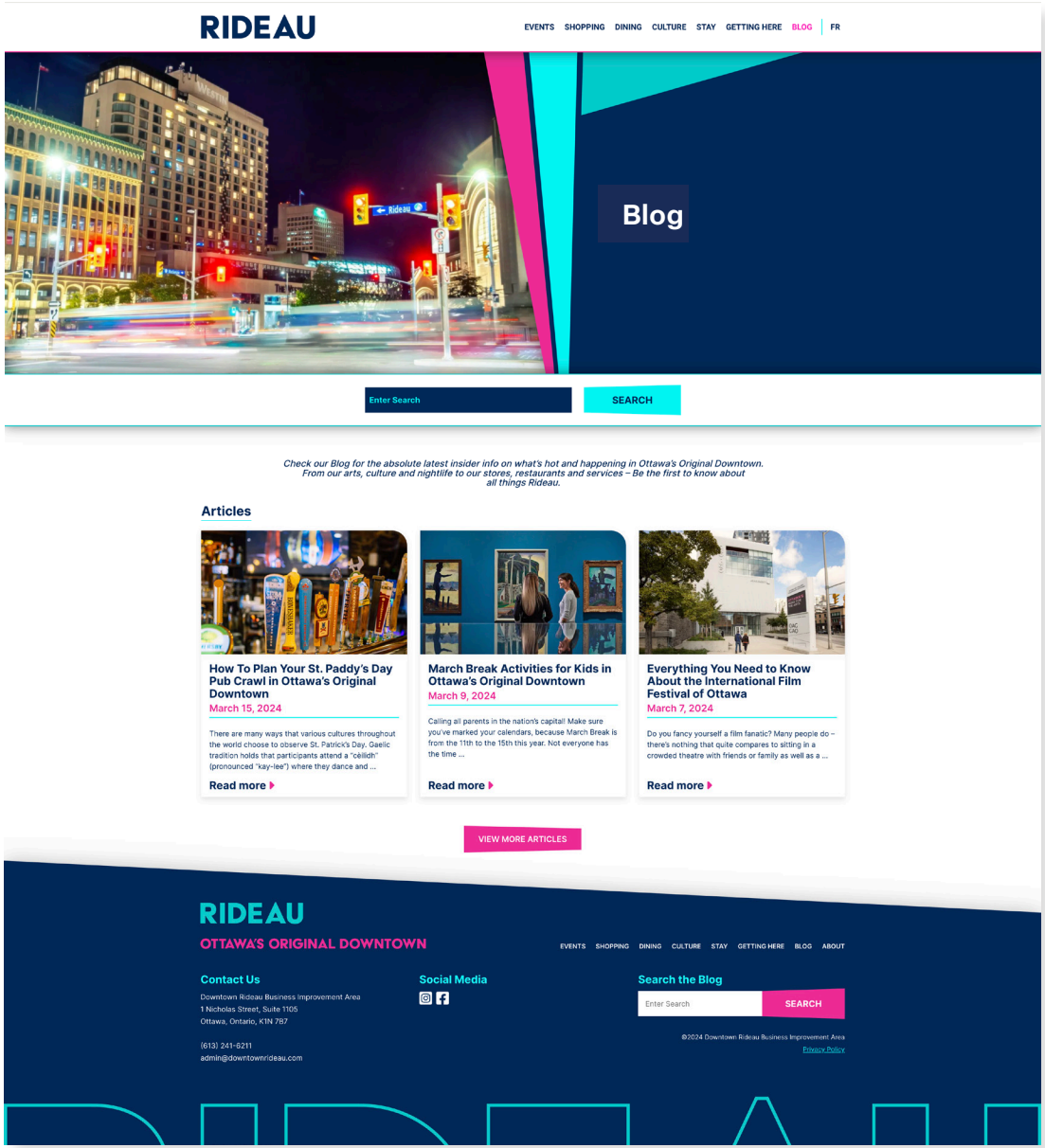
- A Comprehensive Business Directory Providing Members with Profiles,
- Nearby Neighbourhoods Page that positions Rideau as a connector and hub to the greater downtown and Ottawa experience,
- Blog section that highlights member stories, upcoming events, and various visitor experiences in the area,
- And an events calendar.



# MARKETING

## 68 BLOGS HIGHLIGHTING MEMBERS, EVENTS, & EXPERIENCES

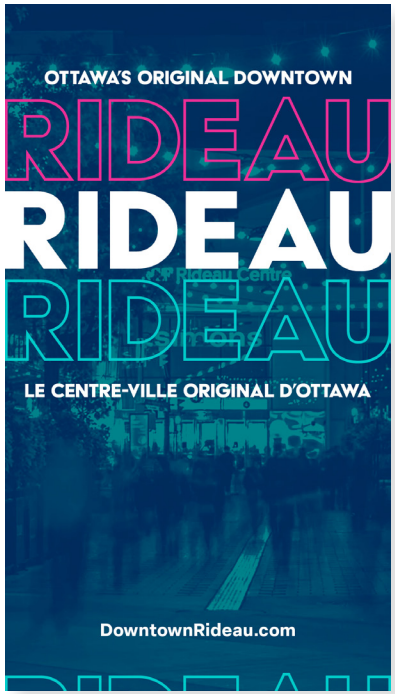


# MARKETING

## SUMMER GENERAL AWARENESS & HOLIDAY SEASON CAMPAIGNS

The campaigns surpassed all benchmarks and collectively generated **5,922,584 impressions** and **1,225,496 video views** and included a presence on various online advertising platforms, social media, and in OC Transpo Light Rail Transit Stations.

## TELLING OUR STORY



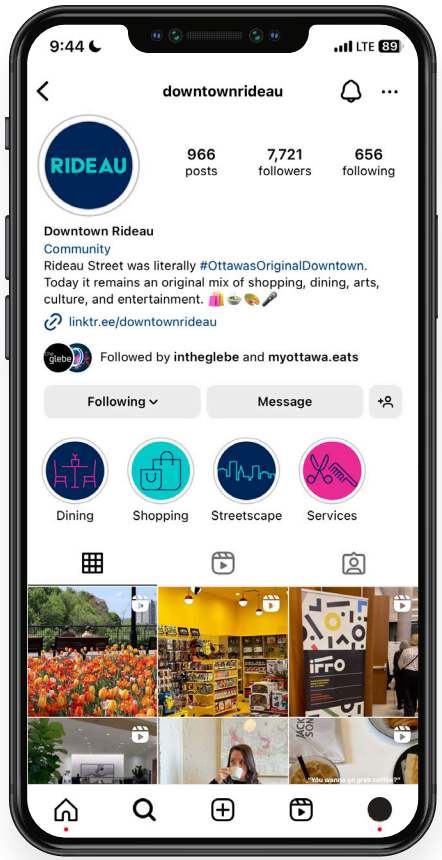
## 6.5 MILLION IMPRESSIONS GENERATED BY OUR MARKETING PROGRAMS

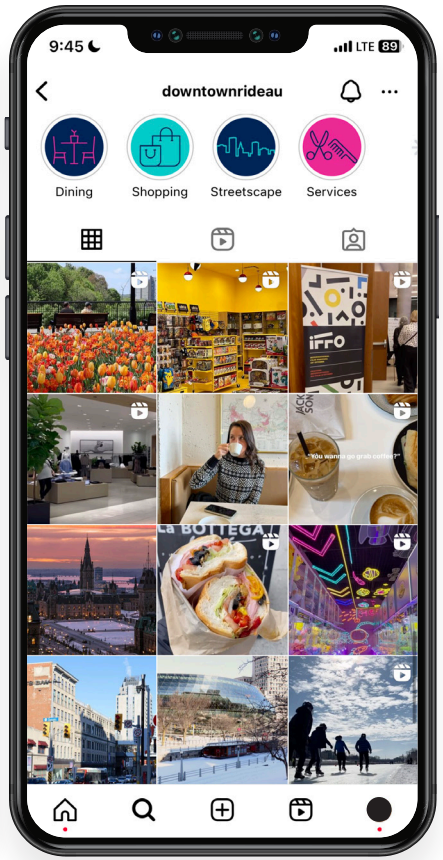
# MARKETING

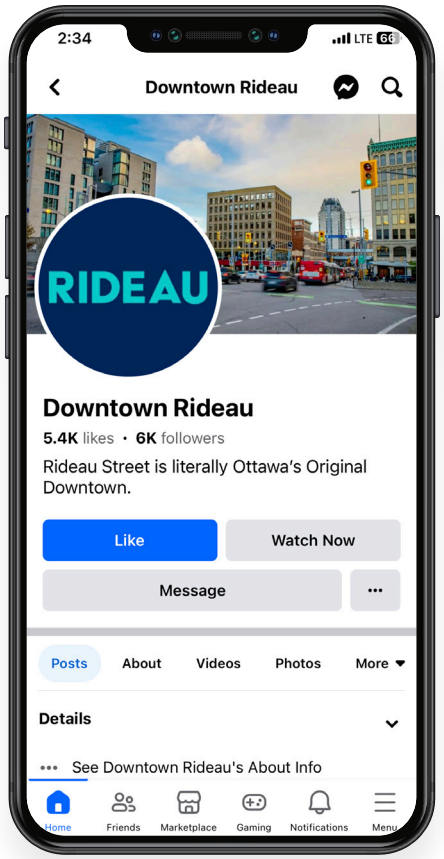
## SOCIAL MEDIA

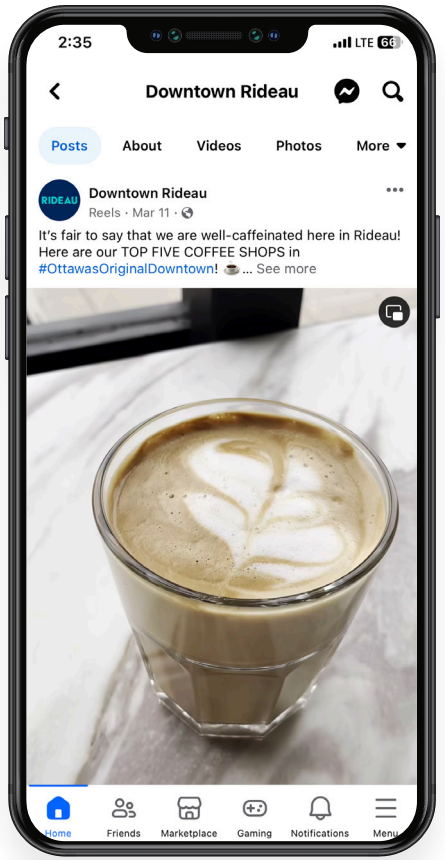
Organic social media strategies were undertaken to support promotional goals. These efforts resulted in **1,360,056 impressions** with more than **3,000,000 accounts** reached. In total, the marketing program amounted to more than **6.5 million impressions!**

## PEOPLE MATTER THE MOST FOR SUCCESS & SUSTAINABILITY



# PROGRAMMING

**Building upon the success in 2022, the Downtown Rideau BIA hosted two live performances in Ogilvy Square in partnership with the Ottawa Music Industry Coalition.**

- Performances featured **7 local acts** varying in genre.
- Partnerships were established with the Ottawa Art Gallery's 83 'til Infinity Exhibit, House of Paint, and CRANIUM festival to enhance the visitor experience.
- Both events enjoyed a great turnout and demonstrated how Ogilvy Square could be utilized as a venue space in the future.

ZARA
CELL PHONE

ZARA

CRANIUM
WWW.CRANIUMFEST

ZARA

# OGILVY SQUARE
## MURAL PROJECT

As a result of a gas leak, pavers throughout the length of Ogilvy Square had to be removed to accommodate the replacement of a gas main. Unfortunately, the project timeline ran very close to winter, and as a result, the pavers could not be reinstated until spring. As a temporary solution, asphalt was laid, resulting in an unsightly stripe through the middle of a highly trafficked pedestrian corridor. To mitigate this impact, the Downtown Rideau BIA commissioned a temporary mural.

- **200+ feet** and defined by the existing asphalt.
- Transformed an uneven, asymmetrical canvas into a bold, Alice-in-Wonderland inspired piece by local artists Dems & Doll.
- Resulted in a joyful, vibrant community space praised by members, residents, and visitors.
- **The project was later recognized by and awarded an Urban Design Award from the City of Ottawa.**

OLYMPIC

# FINANCE

**In 2024, there is no increase over the 2023 budget. The present allocation allows us to meet the goals and objectives of the organization for the benefit of its members.**

The Downtown Rideau BIAs mandate is to serve the needs of the area as a whole and resources were aimed at complementing the great work being done in our local business community. As presented to members at the 2023 Annual General Meeting, expenditures continued to be directed towards further building the reputation of the Rideau area as the top-of-mind destination in the city. More specifically, investments were made to develop a comprehensive new marketing program, deepen our understanding of the environment through research projects, and create new programming and beautification initiatives to enhance the on-street experience.

Over the past year, the Downtown Rideau BIA has further expanded its capacity and has established a solid foundation and business model with the aim of doing its work effectively and providing maximum value to members. The organization remains in a healthy financial position and is well situated to apply available resources strategically for the continued benefit of Rideau and the wider area.

## SURPLUS

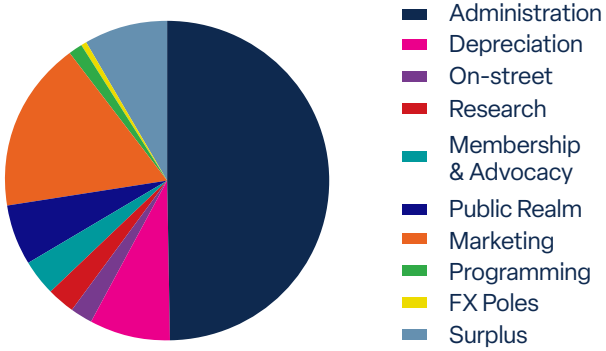
**At the end of 2022, the audited financial statements assessed the Downtown Rideau BIA accumulated surplus at $1,397,855 with tangible capital assets valued at $684,700 and net financial assets at $694,911.** The Downtown Rideau BIA met its budget goals for 2023 with the intention of posting a modest surplus at the end of the year. The organization is well-positioned to invest in future strategic investments and to manage any potential impacts.

## 2024 BUDGET

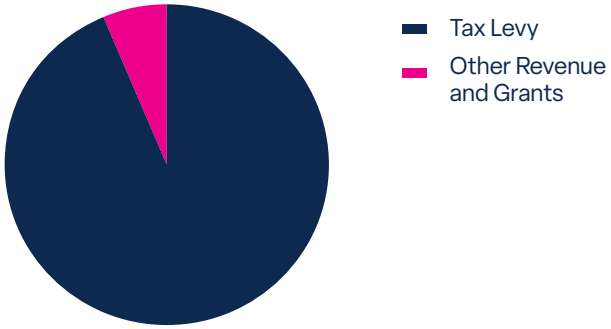
**The Downtown Rideau BIA operating budget has been set at $944,921 to ensure that there is no levy increase to members in 2024. This budget allocation will allow the organization to:**

- Meet the needs of our membership and to advance objectives.
- Invest in the resources necessary to carry out our work.
- The capacity to fulfill our mandate of promotion and evolving the Rideau area as an inviting, world-class leisure destination.

## 2023 EXPENSES & ALLOCATIONS




## 2023 REVENUE



# FINANCE

## INDEPENDENT AUDITOR'S REPORT

**To the Board Members, Members of Council, Inhabitants and Ratepayers of the Rideau Business Improvement Area,**

### OPINION

We have audited the financial statements of the Rideau Business Improvement Area [the 'BIA'], which comprised the statement of financial position as at December 31st 2022, and the statement of operations, statement of changes in net financial assets and statement of cash flows for the year ended, and notes to the financial statements, including a summary of significant accounting policies. In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the BIA as of December 31st 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### BASIS FOR OPINION

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the BIA in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtainedis sufficient and appropriate to provide a basis for our opinion.

Ernst and Young LLP
Chartered Professional Accountants
Licensed Public Accountants
Ottawa, Canada
August 31st 2023

## THE RIDEAU BUSINESS IMPROVEMENT AREA STATEMENT OF FINANCIAL POSITION

As at December 31st 2022, with comparative information for 2021

**Table 1 - Statement of Financial Position - Financial Assets**

| Financial assets | 2022 | 2021 |
|---|---|---|
| Cash on deposit with the Corporation of the City of Ottawa | **$725,529** | $390,908 |
| **Total financial assets** | **$725,529** | $390,908 |

**Table 2 - Statement of Financial Position - Liabilities**

| Liabilities | 2022 | 2021 |
|---|---|---|
| Accounts payable and accrued liabilities | **$30,618** | $60,827 |
| **Total liabilities** | **$30,618** | $60,827 |
| **Net financial assets** | **$694,911** | $330,081 |

**Table 3 - Statement of Financial Position - Non-Financial Assets and Accumulated Surplus**

| Non-financial assets | 2022 | 2021 |
|---|---|---|
| Prepaid expenses | **$18,244** | $7,758 |
| Tangible capital assets | **$684,700** | $767,117 |
| **Total non-financial assets** | **$702,944** | $774,875 |
| **Accumulated surplus** | **$1,397,855** | $1,104,956 |

# FINANCE

## THE RIDEAU BUSINESS IMPROVEMENT AREA STATEMENT OF OPERATIONS

As at December 31st 2022, with comparative information for 2021

### Table 4 - Statement of Operations - Revenue

| Revenue | Budget 2022 | Actual 2022 | Actual 2021 |
|---|---|---|---|
| Tax Revenue | $824,087 | **$906,640** | $900,149 |
| Sundry | $76,000 | **$125,025** | $59,540 |
| Payments in lieu of taxation | $25,634 | **$24,990** | $25,054 |
| Interest earned on reserves | $1,200 | **$720** | $360 |
| **Total Revenue** | $926,921 | **$1,057,375** | $985,103 |

### Table 5 - Statement of Operations - Expenses

| Expenses | Budget 2022 | Actual 2022 | Actual 2021 |
|---|---|---|---|
| Advertising and Promotion | $212,500 | **$111,538** | $75,656 |
| Salary | $374,574 | **$312,018** | $322,269 |
| Ground Services | $119,247 | **$61,887** | $102,426 |
| Office | $123,100 | **$108,940** | $56,771 |
| Security Services | $15,000 | **$9,681** | $15,212 |
| Rent | $49,500 | **$49,084** | $49,282 |
| Depreciation | $60,000 | **$82,417** | $20,087 |
| Other | $11,300 | **$20,049** | $5,527 |
| Insurance | $8,700 | **$5,585** | $6,691 |
| Audit Fees | $3,000 | **$3,277** | $2,871 |
| Total Expenses | $976,921 | **$764,476** | $656,792 |
| **Annual Surplus (deficit)** | ($50,000) | **$292,899** | $328,311 |
| Accumulated surplus, beginning of the year | $1,104,956 | **$1,104,956** | $776,645 |
| **Accumulated surplus, end of year** | $1,054,956 | **$1,397,855** | $1,104,956 |

# FINANCE

## THE RIDEAU BUSINESS IMPROVEMENT AREA STATEMENT OF OPERATIONS

As at December 31st 2022, with comparative information for 2021

**Table 6 - Statement of Changes in Net Financial Assets**

| | Budget 2022 | Actual 2022 | Actual 2021 |
|---|---|---|---|
| **Annual Surplus (deficit)** | ($50,000) | **$292,899** | $328,311 |
| Acquisition of tangible capital assets | - | - | ($392,357) |
| ( Increase) decrease in prepaid expenses | - | **($10,486)** | $2,981 |
| Depreciation of tangible capital assets | - | **$82,417** | $20,087 |
| **Increase (decrease) in net financial assets** | ($50,000) | **$364,830** | ($40,978) |
| Net financial assets, beginning of the year | $330,081 | **$330,081** | $371,059 |
| **Net financial assets, end of year** | $280,081 | **$694,911** | $330,081 |

# OTTAWA'S ORIGINAL DOWNTOWN

Centre Shaw Centre

RIDEAU

**DOWNTOWN RIDEAU BIA**

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K1N 7B7 CANADA

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